

## **Department of Systems Management for Human Services**

### **► Agency Mission**

The mission of the Department of Systems Management for Human Services is to (1) provide professional telephone or walk-in assistance to County residents in order to connect residents to public or private services that meet their human services needs; (2) provide support, coordination, and facilitation in the Human Service Regions to promote collaboration around integrated service delivery and build regional service delivery capacity; (3) provide specific human service agencies and the system as a whole with assistance and support which promotes effective service delivery operations and/or system-wide service integration; and (4) provide staff support and assistance to citizen and community groups in order to assist them in accomplishing their missions and promote integrated service delivery.

### **► Trends/Issues**

The Department of Systems Management for Human Services (DSMHS) was established in FY 1996. The organization applies a multifaceted approach to human services planning and coordination to achieve the following goals:

- 1) To facilitate individual citizen access to services and information;
- 2) To support the development of communities and the regional integrated human service delivery system adopted by the Board of Supervisors; and
- 3) To facilitate service delivery coordination and improvement throughout human services.

The organization was originally established as a key component of an overall Human Services Redesign initiative. Staffing and operations for the department were phased in over a number of years. All of the initial activities and functions of the department were established by re-deploying existing staff positions within Human Services with no net increase to County staffing. FY 2002 will be the third year of full operations for DSMHS.

The three CAPS identified by Systems Management correspond to the agency's goals and reflect the inter-disciplinary nature of our work:

(1) Citizen Access to Services and Information: DSMHS seeks to ensure access to services and information that build upon the strengths of individuals and communities. We do this by connecting clients with needed services through Coordinated Services Planning, by raising public awareness of available resources through Human Services Resource and Service Information Management, and by identifying community needs and assets and enabling data-driven decision-making through Demographic, Land Use, and Community Information Management.

(2) Regional and Community Development: DSMHS's Regional staff and the Interfaith Liaison work at the regional, community, and neighborhood level. They work to promote community involvement, build the community's capacity to respond to challenges, and strengthen the capacity, quality, and integration of the public, private, faith-based, and nonprofit human service delivery systems.

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(3) System-Wide Service Delivery Coordination and Improvement: DSMHS promotes service integration at all levels of service planning and delivery. Through the DSMHS Research, Analysis, and Project Services team, the Department supports strategic partnerships, process coordination, and operational collaboration among public and private service agencies. Systems Management works in partnership with and on behalf of the human services system as a whole by providing cross-system coordination, facilitation, analysis, and management support in a broad range of project areas.

The nature of our work positions DSMHS to identify trends as they emerge and to act as a “first-responder” to those emerging trends. DSMHS is also well suited to analyze the impact of these trends and communicate relevant information to other human service agencies, community-based organizations, and policy-makers. In this ICAPS exercise, our partners in the other Human Services agencies will focus their attention on trends related to such social issues as housing and social needs. Though Systems also identifies and responds to these trends, our core work and our approach are directed by trends of a different nature.

Three such over-arching trends shape the work of Systems Management. The first is the growing expectation of citizens to receive high-quality services from a government that is responsive and accountable to a diverse community. The second is the presumptive involvement of the community in planning and policy setting for service delivery. The third is the dramatic change in the role of local government in providing these services. Since its inception, DSMHS has structured its work to respond to these trends.

### **Trend 1: The end of ‘one size fits all’ services**

The first trend has resulted in a growing expectation among citizens that government tailor its services to meet the various needs of residents and communities, in terms of approach, language, location, hours of availability, and neighborhood-specific issues. To meet this expectation, Systems Management has developed the following tools to gather information and plan coordinated responses:

- 1) We must know what the community looks like, through demographic research such as the 2000 Community Assessment and front-line observation;
- 2) We must know its strengths, needs, and priorities, through surveys, community interaction, and citizen input opportunities, such as the Consolidated Community Funding Pool process and the Immigrant and Refugee Needs Assessment;
- 3) We must have the tools to tailor our programs to what we learn, through process improvement, community capacity-building, and partnership strategies, such as the Continuum of Care Planning Process for Services to Homeless persons; and
- 4) We must evaluate our efforts to measure how well we are meeting the needs of the community, through performance measurement and customer feedback.

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## **Trend 2: Community Involvement**

The second trend is the increased expectation that the community will have a larger role in the planning and decision-making processes about meeting community needs. It is no longer acceptable for government agencies to plan, design, and implement services in a manner that only reflects the public agency's perspective. Today, it is necessary to develop both the processes and the skills necessary to broadly involve the community in the planning and delivery of human services. That was a key commitment the Board of Supervisors made in the reorganization of human services in the 1990's and remains a commitment and expectation today, as community participation and dialog are presumptive requirements in planning to meet community needs.

DSMHS was developed in part to play a key role in designing and implementing processes for community involvement. Two of the larger initiatives staffed by the department that reflect this trend are the Consolidated Community Funding Pool and the Continuum of Care community planning process for homeless services. The value and requirement for community involvement extends throughout the system in other significant ways as well. The growth and development of the various public/private human service forums in the various Human Service Regions, often convened by DSMHS Regional Managers, is another example as is the extensive and broad community participation in the Long Term Care Task force which the department has also supported.

## **Trend 3: The changing role of government**

As a result of the third trend, government agencies often are no longer the sole (or even primary) provider of human services to persons in need. Inter-agency and community-based work is now the norm for many staff, not just within human services but also with other County agencies, the schools, police, non-profits, businesses, and the faith community. In its new role, the public sector provides leadership and coordination to establish a system of care consisting of interlocking public and private networks of services. The Board of Supervisors established DSMHS, in part, to embrace and develop this new role for government.

There are many forces supporting coordination and collaboration in service delivery. First, Federal, State, local, and private funding sources often require partnerships and collaborations for new service programs, both to reduce duplication and to ensure that services are well-tailored to the community. Second, Fairfax County has a thriving and capable community of non-profit and private service providers who are often best equipped to identify and respond to emerging community needs. The County is increasingly adopting the role of "resource developer," leveraging State, Federal, and County resources to build upon the often-untapped strengths of the faith-based, ethnic, civic, and business communities in Fairfax County. Finally, County staff and community partners are more often taking a regional approach to identifying community needs and developing shared solutions. By focusing on smaller areas of the County, staff can bring together a variety of stakeholders who are in the best position to understand their individual community's unique needs and strengths. This strategy requires additional flexibility and creativity, but has the potential to expand community involvement and ownership of solutions. As public resources become more constrained, tapping a broader range of resources and capacity will be critical to meeting future needs.

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### Where have we come from and where are we headed?

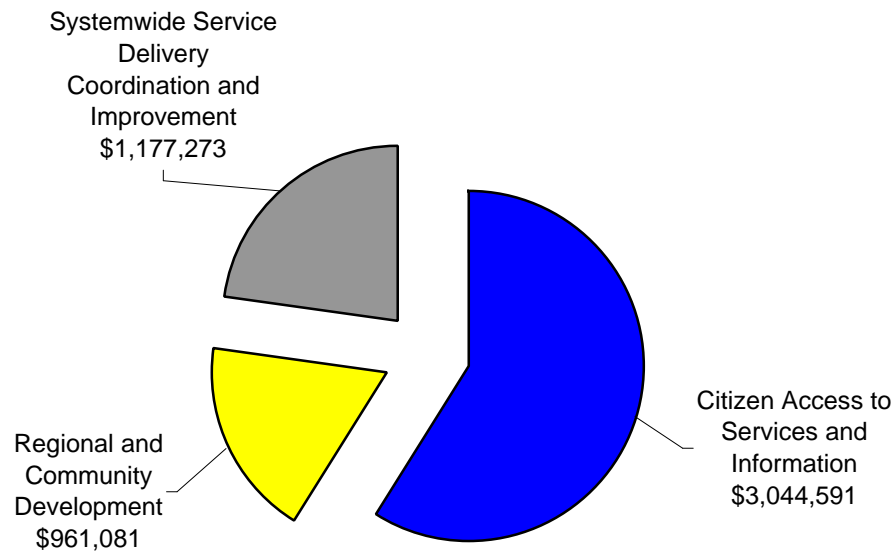
DSMHS is still a young agency. As the implementation of DSMHS continues to develop, it stays true to the original goals set out for the agency in 1995. The agency has adapted its services and approach to meet needs and opportunities as they arise in the community. In addition, the scope of the agency has grown as a result of organizational realignments and County and community priorities. In 1999, the Demographics and Economic Analysis team joined DSMHS to consolidate and augment the County's community assessment capacity. In FY 2002, the Community Interfaith Liaison was added to bring greater depth to the County's ability to reach out to and engage the faith community. DSMHS is also coordinating the Continuum of Care community planning process for human services in 2002.

The department is also being called upon by the County Executive and other agencies to play a more Countywide role and to work on projects outside of the traditional realm of human services. DSMHS is being called upon to provide leadership, guidance, and advice to non-human services Countywide initiatives, particularly in the areas of community development and community capacity building, where a broad understanding of human need and community dynamics adds value to the initiative. Examples of this work include the agency's work on the County's various revitalization initiatives, leadership and facilitation of Countywide task forces, and process analysis and improvement work in other agencies.

### ► **Summary of All Agency CAPS**

<b>CAPS Number</b>	<b>CAPS Title</b>	<b>CAPS Net Cost</b>	<b>CAPS Number of Positions/SYE</b>
69-01	Citizen Access to Services and Information	\$3,044,591	55/54.75
69-02	Regional and Community Development	\$961,081	13/13.1
69-03	Systemwide Service Delivery Coordination and Improvement	\$1,177,273	13/12.65
<b>TOTAL Agency</b>		<b>\$5,182,945</b>	<b>81/80.5</b>

## Department of Systems Management for Human Services



Total FY 2002 Adopted Budget Expenditures = \$5,182,945

Total FY 2002 Adopted Budget Net Cost = \$5,182,945